

Gender Equity in Pay Task Force
Meeting 3 – October 15, 2013

Present

Co-chairs - Patricia Hayden and Julie Nelson

Taskforce members – Lulu Carpenter, Janet Chung, Mitchell Hunter, Jean Godden, Lynn Lindsay, Bridgette Maryman, Guadalupe Perez, Bernardo Ruiz, Barbara Reskin, Kia Sanger, Marilyn Watkins

Guests - Karina Bull, Monica Ghosh, Gloria Hatcher Mays, Chantel Johnson, Lauren Othon, Jessica Wang

Absent

Sutapa Basu, Louise Chernin, Rebecca Hansen, Julia Sterkovsky, Liz Vivian

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1. Welcome

Julie shared that the Task Force will begin discussion of recommendations at today's meeting, and additional recommendations will be discussed at the November 19th meeting.

2. Report on Budget in 2014

- Julie shared that the Mayor has proposed \$1.5 million for implementation of task force recommendations and a new position that would staff the Gender and Social Justice Initiative (GSJI). The GSJI would be an outgrowth of this committee and would address pay equity as well as broader gender-related issues.
- Barbara Reskin shared that she testified at the City Council budget hearing about her analysis of job segregation at the City: the pay disparity within the City is segregation across job classifications; men in predominately male jobs earn more; and women disproportionately lost jobs during City layoffs.
- Julie shared that she has not heard anything that would give her concern about the money being cut. However, there are a lot of programs that are asking for funding and the Task Force's continued expressions of support for the proposal would be very much appreciated.
- Julie clarified that the Mayor's proposal did not provide interim funding for additional staff to support the task force before hiring the GSJI position (anticipated hire in three months). Currently, the Task Force is being supported by portions of existing positions at SOCR, the Mayor's Office and the Budget Office.
- Patricia said that the City Human Services Department endorsed the GSJI position.

3. Data gaps

- Julie shared that the recommendations need to be based on quantitative and qualitative information. She described the following data gaps in the task force's collection of information:
 - o **Intersection between race and gender in City pay** - A graduate student is working with Barbara on this issue
 - o **Women in leadership** - We need data on the actual numbers of women in leadership, not just percentages. A UW graduate student is also working on this.
 - o **City Survey** - A survey of City employees could provide information about workplace environment, gaps, and priorities. There are resources for Survey Monkey and SOCR has experience conducting surveys for RSJI.

- Julie emphasized that the focus of the task force is on “City of Seattle” employment gender pay gaps. The GSJI will later focus on “city” initiatives that reach the broader community and private employers.
- Gloria asked about broad policy implications and using the City as the driver of change that goes beyond our government. Gloria asked that we prioritize recommendations that have the greatest influence.
- Julie mentioned that San Francisco has an ordinance that provides a right for employees to ask for a flexible schedule and the employer must engage in discussion and negotiate unless there is an undue hardship. Julie said that we could build this kind of requirement into City policy and then expand it to the city at large. With criminal background checks, the City created a rule three years ago that limited the City’s use of criminal background checks in hiring and then a law was passed at the city-wide level a few years later. Not every change would require 2 year trial period, but it provides a helpful example of a successful policy change.

4. Develop Criteria to assess potential recommendations

Julie shared proposed criteria, as follows:

a. Impactful

- This criteria makes sure that the recommendation aligns with data. What are trying to impact? Will the recommendation make a difference?

b. Measurable

- Marilyn mentioned that she is hesitant about ruling out policies if we think that they would have a big impact but would be hard to measure.
- Gloria suggested thinking of policy changes in terms of relationships -- a facet that may or may not be tangible and understanding those relationships in the fabric of solutions.
- Barbara mentioned that sexual harassment is a good example of a hard to measure issue. She mentioned that some departments have a reputation of harassing women and people of color. However, the number of complaints that were filed against these departments did not support the reputation. Some issues are so more important but hard to measure and we can’t ignore a hostile climate toward outsiders. Julie mentioned that a survey could probe into more detail about these kinds of issues.

c. Structural

d. Sustainable

e. Cost

Julie explained that the task force recommendations do not need to be limited to \$1.5 million in 2014. We won’t know the full cost of pay equalization until after the job analysis study. Task force members agreed that these measures should be considered holistically in developing our complete set of recommendations.

5. Recommendations from Committees

- ✓ **Submit new or revised recommendation forms for policies or programs to Julie a week before the next meeting**

a. City Paid Parental Leave Policy

- Marilyn described this recommendation. See materials that are posted on-line for the 10/15/2013 meeting.
- Julie said that it was not possible to collect retroactive data on how women have used parental leave in the past. Barbara said that she could look at the demographic data to determine what percentage of the workforce is of childbearing age. Jean said that the average age of a City employee is 48 years.
- Lynn asked about the amount of the City Payroll to determine the impact of a payroll tax to fund the family and medical leave insurance at the City level. Julie agreed to bring back this information.
- Gloria mentioned that paid parental leave could increase retention

b. Support for Family and Medical Leave Insurance in Legislative Agenda

- Marilyn described this recommendation. See materials that are posted on-line for the 10/15/2013 meeting.

c. Support for Paid Sick and Safe Leave in state legislative agenda

- Marilyn described this recommendation. See materials that are posted on-line for the 10/15/2013 meeting.

d. Family Friendly portal

- Karina described this recommendation. See materials that are posted on-line for the 10/15/2013 meeting.
- Comments that the City's Web site was difficult to navigate.
- Barbara said that this kind of portal could empower employees to answer their own questions rather than having to consult with staff. There could be employee driven information (e.g. childcare provider that can start at midnight)
- Julies shared that the San Francisco ordinance permits parents to have 24 hours for events at kid schools

e. Employee Advocate

- Kia described this recommendation. See materials that are posted on-line for the 10/15/2013 meeting.
- Questions about where the advocate would be housed and how the position could have "teeth" or influence over City departments.
- Julie mentioned that ADR was available to employees.
- Bridgette mentioned that an advocate could tell employees how to get the best for themselves in a way that might be inappropriate for HR (e.g. how to make the best use of parental leave options to maintain health benefits)
- Gloria mentioned that the position could provide support for the GSJI.
- Karina mentioned that the position could be called a Gender Justice Advocate rather than Employee Advocate (similar to SOCR investigators being advocates for the law rather than employees or employers)

f. Calculate Step-increases for part-time employees based on years of service

- Kia described this recommendation. See materials that are posted on-line for the 10/15/2013 meeting.
- Kia mentioned that data analysis could determine who would be affected by this change:

- Number of PT employees
- Gender of PT employees
- Step # of PT employees according to gender
- Barbara mentioned that it is important to focus on the rationale for this recommendation. The rationale could be that the step increases reward employees for more skills, but it is not true that working 8 hours week makes someone better at a job than working 4 hours a week. The assumption that putting more time into a job makes them better skilled is fallacious. People perform best after working fewer hours. She knows studies that address this issue.
- Julie shared that she has mixed feelings about this recommendation because some women work part-time due to limited options and others work part-time due to the privilege of having a partner who contributes to family income. Julie also stated that she believes there are situations where the number of hour is associated with skill development. She offered the example of a fulltime SOCR investigator closing more cases over the course of a year than a part-time investigator. The more investigations an investigator conducts, the more their competency increases.
- Gloria discussed the importance of building capacity – experiences and skills rather than hours worked.
- Jessica suggested a hybrid of components.
- Mitch asked if implementation of the recommendation would result in fewer employees.
- Lupe mentioned that the recommendations would have to be negotiated with unions.
- Marilyn said that the recommendation could increase morale.
- Lulu asked for accountability for City customer service not being inconsistent across customers and the perception that the City does not treat poor customers equitably.

g. Fair Pay Legislation

- Karina described this recommendation. See materials that are posted on-line for the 10/15/2013 meeting.
- Barbara shared that the job analysis committee had planned on making a formal recommendation for a local ordinance based on the federal Fair Pay Act (equal pay for equivalent jobs).

h. Leadership position

- Lulu described the recommendations. See materials that are posted on-line for the 10/15/2013 meeting.
- Gloria discussed recruitment of women into nontraditional jobs. She mentioned that women are recruited but do not stay. Therefore, the process needs to be changed. We want to create an environment where women can thrive. Departments must be inclusive and supportive. Gloria would like Daniel at FAS to speak to the task force at the next meeting about FAS efforts to increase women and minority contractors. She mentioned that the military is able to attract and retain women.
- Lulu shared that it is important to bypass tokenism and focus on change.
- Bernardo described the Public School System Institute for Leadership Development.
- Patricia stated that we should hold supervisors responsible for success of employees.

i. HR Development for Gender Equity Outcome

- Gloria described this recommendation which was distributed at the meeting. See attachment and this link: : <http://www.oracle.com/us/media1/emerging-leaders-build-vs-buy-wp-1690581.pdf>
- Gloria mentioned using resource rich pools of applicants that would draw women and women of color (e.g. Howard University)
- Bridgette observed that male police officers take advantage of leave for kids but not female officers. Women may feel that they can't use the leave due to bias and stereotypes.
- Julie mentioned the veteran's preference for police and fire positions. There are other skills or experience that could get women points other than veteran preference.
- Gloria mentioned the point of critical integration of leadership development in recognition that leaders happen everywhere

6. Key Components of Gender and Social Justice Initiative (brainstorming)

- Julie shared that the GSJI is about more than pay issues. It is about public health, violence prevention, etc. (although social service programs would stay in HSD).
- Julie shared the importance of focusing on the intersection of gender and race. The RSJI intentionally focuses on race. There is a challenge of not losing focus on racial equity. Instead, the initiatives will collaborate and build upon each other. When speaking on gender, we need to be really clear about the racial impacts. For example, in domestic violence situations, a recent study documented that every step of the process is easier for a white perpetrator and black victim than a reversed scenario. So, talking about domestic violence without bringing race into the picture will limit the scope of the change and the impact.
- Julie shared that the RSJI had a soft launch with a person having time to think about it before there was a launch, but with GSJI there is less time. There is more urgency to give the initiative shape, but we do not have staff person for another three months
- Gloria mentioned that there are things within our immediate grasp to make change. Gloria said that we do not we do not need to build the elephant, we need to train the elephant about where it needs to go
 - o Supervisor training
 - o Performance evaluation
 - o Culture change (look at FAS progress with Women and Minority Business contracting)
- Chantel suggested creating benchmarks to check ourselves, especially since we are moving so fast (e.g. quarterly check-ins)
- Bridgette suggested applying the equivalent of racial equity lens to gender issues
- Jean stated that it was important to prioritize our recommendations to solve the gender wage gap for City employees, which is the first goal of the task force. Put weight behind things that we want the most (e.g. paid parental leave)
- Marilyn mentioned concentric circle impact of GSJI changes on the larger Seattle community.
- Mitch said that since Seattle is the best place for gay couples and City is a great employer, it will be interesting to see who is taking advantage of paid parental leave.
- Lupe asked if anyone had talked to Mayoral candidate, Ed Murray, if he supported strategies to address gender pay gaps and gender equity issues.
- Julie shared that City Council is responsible for approving the budget.
- Lauren is interested in how men would use paid parental leave options. Promoting paid parental leave for both partners of same sex and heterosexual couples is the way to begin a cultural shift.

7. Adjourn

Next meeting: November 12th, 1 to 4 PM Gender Equity in Pay Task Force

Recommendation Form

1. Title of Recommendation: Human Resource Development for Gender Equity Outcomes

2. Type of Recommendation:

☒ Policy ☒ Program

3. Issue to Resolve:

Describe the issue or problem with reference to supporting data and studies, if available

Women are underrepresented in high level and leadership positions within City government; this is a national as well as a local trend.¹ Per the Department of Personnel study of 2013 prepared by Director Dave Stewart, *the demographic profile for employees of the City of Seattle is 2/3 male and 1/3 female with more men in classes of employment that have typically higher wages.*

Per the Gender Equity Study, in Departments where job classes carry a high wage earning potential, women are underrepresented, and a large wage gap exists: *The data was evaluated by department and several departments have larger wage gaps between genders than others. At Seattle City Light the difference is 11%. At the Department of Planning and Development, the difference is 11%. At the Seattle Police Department the difference is 21%. (Appendix 2)*

Therefore, increasing the number of women in city government overall, and specifically in classes of employment where earning potential is greatest, will have a direct and significant impact on reducing the inequity in the gender wage gap.¹

4. Description of Recommendation:

Describe policy or program and desired outcome

This recommendation will articulate both policy direction and programmatic design to solve the stated issue.

Policy:

The City of Seattle can implement merit based controls, practices, and behaviors within city government.

- 1) Institute city-wide data requirements for tracking information relative to gender wage gap
- 2) Institute standards for reporting and disseminating data relative to the wage gap issues to raise awareness and promote accountability for improvement
- 3) Reward and recognize actions which promote or demonstrate specific improvement in the wage gap issue

The City of Seattle can overcome structural barriers within their direct control which exclude women and ethnic minorities by instituting recruiting practices that target

¹ <http://www.dol.gov/dol/aboutdol/history/reich/reports/ceiling1.pdf>

populations currently underrepresented in specific departments and roles in city government.

The City of Seattle can adopt a ‘Family Friendly Ordinance’ modeled after San Francisco, or the state of Vermont.

Create policy that would grant working parents the right to request flexible workplace arrangements.

Program

See attached matrix

5. Budget Implications:

Please list relevant budget implications and monetary requirements for implementation

TBD

ⁱ <http://www.uky.edu/Centers/iwin/RTOCT12/HooblerWomeninManagement.pdf>